


**LONDON**  
**REVIEW PANEL**

  
Catalyst Housing Limited  
26-30 Uxbridge Road  
London  
W5 2AU

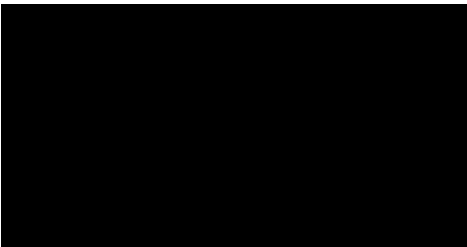
August 2020

Dear 

**London Review Panel: Open Havelock, Ealing**

Please find enclosed the London Review Panel report following the design review of Open Havelock, Ealing on 12<sup>th</sup> August 2020. I would like to thank you for your participation in the review and offer ongoing Mayor's Design Advocate support as the scheme's design develops.

Yours sincerely,



*Mayor's Design Advocate*

cc.

All meeting attendees

Jules Pipe, Deputy Mayor for Planning, Regeneration and Skills

Philip Graham, Executive Director of Good Growth, GLA

Patrick Dubeck, Head of Regeneration, GLA

# LONDON REVIEW PANEL

## Report of London Review Panel meeting Open Havelock, Ealing

Wednesday 12<sup>th</sup> August 2020  
Review held remotely.

### London Review Panel

██████████ MDA (Chair)  
██████████ MDA

### Attendees

██████████ Alison Crawshaw Ltd  
██████████ Catalyst Housing Limited  
██████████ GLA Regeneration  
██████████ GLA Regeneration (Panel Manager)  
██████████ GLA Regeneration

### Conflict of Interest

██████████ noted that she has worked with Catalyst Housing Limited in the past and will potentially again in the future.

### Report copied to

Jules Pipe Deputy Mayor for Planning, Regeneration and Skills  
Philip Graham GLA  
Patrick Dubeck GLA

### Confidentiality

Please note that while schemes not yet in the public domain, for example at a pre-application stage, will be treated as confidential, as a public organisation the GLA is subject to the Freedom of Information Act (FOI) and in the case of an FOI request may be obliged to release project information submitted for review.

## **Project location**

Phase 4 Site (Willowbrook Road), Havelock Estate, Southall, LB Ealing, UB2 4RH

## **Presenting team**

██████████ Alison Crawshaw Ltd

██████████ Catalyst Housing Limited

## **Catalyst Housing Limited context presentation**

Catalyst Housing Limited provided an overview of their involvement on Havelock Estate partnering with LB Ealing. This area is receiving significant inward investment and will soon benefit from its proximity to the Elizabeth Line at Southall Station. Havelock Estate had circa 1815 homes and suffers from geographic isolation from the rest of Southall. It is cut off by the Grand Union Canal to the south, Maypole Dock (Grand Union Canal spur) to the east and Bridge Road Industrial estate and railway lines to the north.

The estate had been prioritised for regeneration in 2018 as the existing homes were not fit for purpose. This included issues of overcrowding, poor insulation, condensation/mould, crime and anti-social behaviour. These latter two issues are part of wider concerns over the existing estate layouts and its perceived safety, with significant problems raised around drug and alcohol abuse. The area has a high ethnic diversity with established and active faith-based communities. There are significant numbers of families, with young people and children but there is a lack of amenities and services to cater for them.

In 2012 Catalyst Housing Limited became LB Ealing's preferred partner to regenerate the estate. In 2013 a masterplan was approved to provide 922 new homes and retain approx. 200 existing homes. Phase 1 has completed with the last homes handed over this summer. The homes located in Phase 4 will be the location of the proposals that form the subject of this review. This Phase is not affected by the regeneration proposals for some time and includes some of the estate's worst housing and public realm conditions.

Subsequent phases for the planned regeneration have paused as LB Ealing and Catalyst Housing Limited are currently testing the current masterplan to meet revised strategic objectives. The questions over when and how the future phases will materialise strengthen the need for these proposed temporary spaces. These proposals aim to create interim uses that directly respond to site issues and incubate the existing successful enterprises and networks. This will place the community in a positive position when the future phasing emerges.

## **Alison Crawshaw Ltd design presentation**

Alison Crawshaw Ltd was appointed to follow up their feasibility study undertaken (October 2018 and April 2019) and develop proposals for meanwhile uses within the existing estate of the current approved masterplan's Phase 4 area. The Phase 4 site was chosen as this would have the greatest longevity in the wider phasing and the most opportunity to unlock the potential of the canal and leftover spaces.

The designs propose utilising the deep undercroft garages and spaces between these as well as better connecting to the canal with waterside improvements. Initial ideas included removing the fences erected by the local policing team. This was reviewed as these fences keep the internal spaces protected from car parking and fly tipping and so have been retained. Proposed facilities include;

- A canoe club with new access to the canal and a gym, office and storage
- A play area with toy library and improved pram shed with covered and open-air spaces
- Studios and workshops for small enterprises and artists including bike repair workshop
- Storage space for external space providers such as Park Rangers and estate management
- A canteen to provide catering facilities

Key design moves include opening the former garage structures by replacing walls with glazing, removing brick walls for improved access and installing robust bi-fold door sets with vision panels. A Landscape Manual is being produced to provide a vision for the landscape that will enhance the planting in the existing green spaces and improve the existing ecology. These proposals are intended as meanwhile uses and their success will be evaluated as they are tested and adapted on site.

## **London Review Panel's views**

### *Summary*

The London Review Panel think this has the potential to be an exciting scheme and commend the design team for proposing a much needed and varied amenity offer. The significant amount of thinking that has gone into the project was evident in the extensive research and community engagement demonstrated in the presentation. The proposed uses are genuinely useful to the existing and emerging community networks. The aspirational ambition in the scheme is clear, and the Panel would like their feedback to further encourage the design team to realise the full social and community empowering potential of this important project.

The Panel acknowledge that presenting remotely for a design review is challenging without being able to visit the site easily beforehand and using models to explain the context and proposals. This is a particularly complex site to understand in terms of access as well as understanding the delicate interventions of the proposed and retained elements and how this sits within the wider phasing. The Panel recommend the design team develop diagrams that illustrate the activities and circulation of the existing and proposed layouts. This will help explain the complexities of the site and the sensitive and considered meanwhile uses proposed in future discussions and engagements.

The Panel are encouraged by the design and client team's consideration of monitoring and evaluating the proposals by testing them on site, and advocate putting good resource into devising and implementing a structured strategy for this that includes feedback from the community. This will help the design team and those responsible for programming and managing the spaces to learn and adapt to inform not only the evolution of the interim space and uses themselves, but also long term uses and strategies when

future phases come forward. Any design team are unlikely to get this 'right' first time but the evident readiness to learn and adapt on site is a positive and appropriate approach to this site.

The quality of the spaces both internal and external will be crucial to the success of the scheme. As the design team develop the material palettes and detailed design elements, they are advised to ensure that key quality indicators are prioritised including access to natural ventilation and daylight.

Wayfinding strategies and a clear understanding of the various user groups circulation and access of the proposals is the most significant challenge for this project. This will affect both real and perceived safety and security of the proposals which has been one of the most significant issues for residents of the existing estate.

The future governance and management of these spaces will be the key to this project's success, by to testing and adapting the proposals using the network of stakeholder's and their feedback. The Panel commend the work that has been done on this to date and encourage the client / design team to continue to build up this network of residents and other stakeholders and ensure they remain involved.

#### *Communication & Approach to Engagement*

- Coproduction - The Panel commend the design team on the great engagement processes undertaken to date. This thorough research and codesign/coproduction with residents and businesses has developed a good network with which to have ongoing support and feedback on the proposals. The Panel would encourage the design team to continue to develop and broaden these networks as the community evolves and grows through the planned phases of the masterplan.
- Onsite Open Days - Internet access in areas such as this can be an issue so physical on-site open days and events are a fantastic opportunity to engage and it is encouraging to see the design team overcoming the recent challenges of social distancing to make this happen. Access is both a social and functional issue for this project and this form of engagement is an appropriate and complimentary response to developing the brief and proposals. The Panel would encourage the design team to continue to engage on site in the spaces with the community as much as possible.
- Close Proximity - The Panel queried whether there had been any concerns from residents' regarding the proposals, particularly the new uses introduced in close proximity to dwellings that may cause noise, overlooking/privacy or access conflicts. The design team reported that residents had been positive about the proposals to date. The Panel advise that where these new uses and accesses are very close to where people are living that the operation is mindful of these neighbours. The Panel recommend that a closer dialogue with those most affected would be beneficial to the ongoing monitoring and any future adaptations to the proposals and management that may be needed.

#### *Layouts and Relationship with Public Realm*

- Complex Layout - The Panel agree that this is a complex and difficult existing layout arrangement within which to operate and struggled to understand the circulation of the site. This is made more difficult due to the remote nature of the review. The Panel recommend clarifying the research into the various user groups circulation around the site as this would help in understanding the problems and opportunities with the layouts and access. Consideration should include

demonstrating some example existing users and mapping their movements through the estate (such as a resident living on the upper decks and their route through the site).

- Proposed Circulation - The Panel suggest that while a site visit or discussion around a model would have assisted in the understanding of the existing and proposed layouts, the design team could produce some simple drawings to assist future discussions. These drawings could show the different proposed user groups access and circulation patterns at ground level as well as highlight in plan the activities and equipment required (such as showing in plan a canoe movement from the canal to the storage, or a user group accessing the play space via the pram store).
- Wider Impact - The Panel agree it would be helpful to show on a drawing the wider reach of these proposals on the other phases of the estate to highlight the impact beyond the project boundary. This proposed user circulation diagram could expand to show how the proposals link into the wider estate movement networks. The Panel suggested that there was an activity offer that takes some of the proposed out of the spaces and into the wider estate. The design team confirmed this was something they were looking to explore with a commission with West Play. This would be to activate the green spaces in the new spaces in the first phases to establish networks with new families moving in.
- Wayfinding – The Panel advise the design team to continue developing with the community and Europa their wayfinding strategy. These key issues of layout, access and circulation require a clear and connected approach that encourages existing and new users to confidently access the proposed amenities. This wayfinding strategy should adapt as it is tested on site and so evolve to meet the changing needs of the community and phasing of the estate redevelopment. The access from the public towpath should be developed alongside these strategies to encourage people to the facilities whilst respecting the residents that are near these access points. This codesign would benefit the suggested wayfinding marker for the south end of Willowbrook Road towards the new canoe club as again this would direct users' past residents front doors. The wayfinding to the Play Space should be clear and provide a reassuring and safe route as the current proposals lead to an entrance that may not be obvious to users.
- Safety and Security - The Panel agree that the existing undercroft spaces are clearly a problem, with limited access and overlooking restricted. Changing the community's perception to show that these spaces are now safe is crucial given the history of antisocial behaviour around the site. The Panel encourage the design team to develop the public facing opportunities of the two spaces, making clear how people are to find their way in whilst providing a secure line for the different activities. The existing green palisade fencing provides glimpses into the sites from the retained car parking areas. The Panel recommend further opportunities should be explored to showcase the proposed amenities more visibly while ensuring that there is security for users within the play space and canoe club.
- Canoe Club – The Panel suggest that mapping out the proposed scenarios of the canoe club in plan would help clarify issues around access and conflicts with pinch points and residents. Showing how the canoes pull in and turn by the nearby front doors could highlight issues in its operation. It may also inform some of the public realm interventions such as a need for wall and corner protections to avoid canoes hitting buildings and making noise and damage. The general access to the canoe club needs to overcome a complex spatial arrangement and hidden location. The wayfinding strategy being developed will be crucial to let users know where it is, and the

strategy should confirm whether the primary access is from the canal towpath or through the estate. Access proposed through the estate needs to be perceived as safe and avoid blind corners and small residential walkways. The Panel agree that the canoe club and café should have an obvious public face and that this is clearly signposted.

#### *Form and Materiality / Quality of Spaces*

- Sunlight and Daylight - The Panel queried the levels of light achieve in the proposed deep undercroft spaces. The design team confirmed they were confident in most of the spaces apart from the proposed workshops. The Panel advise the design team to carefully consider how to manage the daylight to provide positive spaces for the activities proposed. This could include reviewing the designs of the doors and their vision panel sizes and the internal arrangements, prioritising spaces for task working in locations that have good quality light.
- Safe Spaces – The Panel understand that there is a careful balance to be achieved in providing safe and secure internal and external spaces in these locations. This needs to be considered alongside the visibility of these spaces to the rest of the estate. The Panel recommend the design team develop secure spaces that do not feel overbearing in their security measures whilst encouraging natural surveillance and visual connections.
- Quality of Space – The Panel recognise the spatial restrictions in reusing the existing structures and that these will result in reasonably low ceilings in the workshop spaces. The Panel suggest that through careful consideration of the fit-out proposals, the spaces can overcome some of the limitations. Of note would be ensuring that overhead services are planned to avoid reducing the height in key areas of activity. The material choices will also be crucial in providing welcoming and high-quality spaces to play and work. The Panel suggest soft materials being introduced to the play space may help alleviate some of the noise concerns with residents living above.
- Maximise Offer – The Panel recommend that the design team consider all the utilities required to these proposals to ensure that can maximise the offer they bring. This includes providing access to external water sources for the play spaces and the canoe club. Other considerations should include what utilities are required for the kitchen and workshops for the proposed users of the space (extraction, fans, task lighting etc.).

#### *Management, Governance & Ongoing Monitoring*

- Play Space Management - The Panel are encouraged with the proposals to manage the play space, providing controlled access and opening times for the various user groups. The Panel agree that working with local schools and play providers to develop steering group for a timetabled access will be a good start with which to monitor the use and success of the space. The Panel would advise the design team to continue to develop the network of families with existing and new residents and groups to ensure an operational model that is vibrant.
- Evaluation Tools - The Panel are pleased to see that the design team have already thought about which tools can assist in monitoring the success of these proposals. It was also suggested the design team look as using the RIBA social value toolkit.
- Future Phases – The Panel understand that Catalyst Housing Limited and LB Ealing are reviewing the future phases. The Panel recommend that the proposals are developed using the research and lessons learnt from this project to inform how the proposed future phases and how these can complement the groups and networks incubated through these proposals.

- Testing and Adapting – The Panel encourage the design team to continue to test and adapt the proposals to the reality of how these spaces are used. The design team are not expected to have everything resolved at the start but these proposals and approach to reviewing them are an appropriate response to this site.
- Precedents – The Panel suggest there are many good precedents for the proposed type of play facility that could help inform the next stages of design development. The proposals are similar to an adventure playground which works well in the middle of estates. The Panel advise the design team to ensure that as the new phases of the estate are brought forward, they include a more inclusive, open style of adventure play that connects back to the community.
- Governance – The Panel believe the proposed offer is great though will require adequate resourcing to manage well. The Panel recommend monthly evaluation of the proposals in use would allow the team to respond quickly to issues that arise. The Panel strongly encourage the design team to establish an ongoing community steering group which is properly resourced and upskilled to take decisions with the design team and client. This will help secure the success and legacy of the project through genuine ownership and social interaction.

#### *Next Steps*

The Panel would encourage the design team to address the recommendations above and would welcome another opportunity to further discuss this exciting project.